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VETERANS TALENT INDEX

*Insights and Analysis from
Veteran Professionals,
Recruiters and Hiring Managers*

NOVEMBER 2013

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INTRODUCTION

This report provides an insightful look at our nation's newest group of veterans, referred to as Gulf Era II veterans, the Iraq and Afghanistan veterans, and Post 9/11 veterans. This unique group of veterans is facing unprecedented challenges as hundreds of thousands are leaving the military and entering the civilian workforce each year.

Two years ago, Monster and Military.com launched the **Veterans Talent Index** in order to provide an ongoing and quantifiable metric of employment conditions for the transitioning veteran job seekers and the employers hiring them. Twice a year, groups of these specific seekers and employers are surveyed; this report marks the fifth survey. The respondents' responses are used to compute three indices, including:

1. *Veterans Career Confidence Index* – measuring transitioning veterans' confidence in finding a job
2. *Veterans Job Search Activity Index* – monitoring these veterans' job search activity
3. *Employer Veterans Hiring Index* – benchmarking employers' hiring of transitioning veterans as well as the performance of these candidates

Since these indices were established two years ago, the efforts by both private and public organizations to employ veterans have grown. The government has stepped in with business

tax credits and special employment laws to encourage hiring as well as to restore jobs for those who left to serve in the military. In 2011, the President challenged the private sector to hire and train 100,000 veterans and military spouses; by August 2012, this goal had been surpassed and by April 2013 U.S. businesses had hired or trained 290,000 veterans and military spouses. Private sector companies are working together to share best practices on recruiting, retaining and supporting veterans and specialized associations are developing online tools, transition programs and training programs to enable veterans.¹

All of the hard work has served to increase awareness as well as to provide many new resources for veteran job seekers. At the same time, the national economy has improved and unemployment rates for non-veterans and veterans alike have dropped.

Despite these advancements, veterans face many of the same challenges, primarily finding the confidence in their military experiences and transitioning their military skills to civilian jobs. While veterans' employment attitudes have gone up and down, employers' views of veteran job candidates have remained relatively steady over the past two years, indicating opportunity for veterans to impress these employers even more and for employers to heighten their commitment to veterans even more.

METHODOLOGY

With over 10 million Military.com members and over 6 million military professionals coming to Monster's sites each month, **Monster and Military.com are in a unique position to help our nation's veterans find civilian positions** that utilize their experiences and skills. In order to gain insight into the mix of candidates transitioning from the military and employers looking to hire talent, Monster focused its analysis on veterans who have been out of the military for less than five years, active duty servicemen who plan to leave the military within the next year, and employers who have hired a veteran in the past year. In October 2013, Monster surveyed military professionals, HR professionals and hiring managers to present a snapshot of activity within the United States. Questions from the survey were used to compute indices which capture the sentiment of both employers and veteran seekers.



SUMMARY

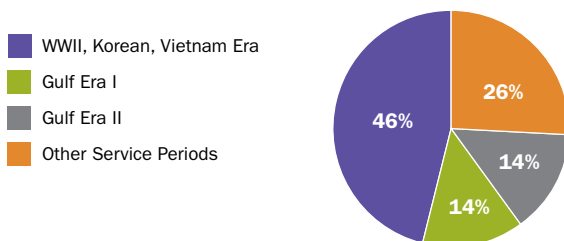
- 1. Unemployment rates for both veterans and non-veterans declined over the past several years.** Making a more hospitable job search situation for all candidates, the 12-month average unemployment rate for non-veterans declined from 8.1% in September 2012 to 7.4% in September 2013. Reporting a similar drop, the “Gulf War Era II” veterans saw their unemployment rate fall from 10.4% to 9.2%.
- 2. After dipping in 2012, veterans’ career confidence levels improved in 2013.** The Veterans Career Confidence Index rose from a low of 50 in November 2012 to 55 in November 2013 due to a noticeable increase in veterans’ confidence that they could find a job if they needed to, that they were prepared for their transition out of the military, and that the skills they obtained in the military were relevant to civilian careers.
- 3. The skills transfer, from military to civilian work, remains a critical challenge to the veterans’ employment condition.** Veterans note that the skills they received in the military are mostly soft skills, such as attention to detail and teamwork, and discount many of the hard skills that they received. When noting talents acquired after the military and that they desire to receive, the list is dominated with hard skills such as research and business competencies.
- 4. As unemployment rates decreased and confidence levels increased, job search activity had a corresponding shift down.** Veterans reported that they were less likely to search for a job in 2013 compared to a year prior; only 49% reported they were “extremely likely” to look for a job compared to 63% in November 2012. As a result, the Veterans Job Search Activity Index fell from 80 in November 2012 to 75 in November 2013.
- 5. Government/military transition programs, job fairs in person, online job boards, online networking/social networks, and personal networks are among the top-rated job search tools for veteran job seekers.** Employers agree that these, with the exception of government/military transition programs, are the best channels for recruiting veterans.
- 6. The four U.S. geographic regions (West, Midwest, South, and Northeast) have minimal differences among their indices, yet varying demographic profiles.** The Midwest and Northeast have the most distinctive profiles, with, among other attributes, a higher percentage of surveyed veterans being employed and higher percentage of Army veterans compared to the other regions.
- 7. Females, which represent an increasing percentage of the veteran pool, show a greater lack of confidence in their military skills and experience compared to their male counterparts.** Female veterans reported a lower level of skills obtained, as well as felt more strongly that their military skills are not relevant to civilian careers.
- 8. Employers are stable in their views of veterans, their skills and employment capabilities.** The Employer Veterans Hiring Index has remained level in the 70 to 72 range in 2012 and 2013. Most employers agree that veterans perform their jobs the same or better than non-veterans and that they would recommend hiring veterans.
- 9. Employers note that veterans advance in their careers about the same or faster and that their turnover is about the same or lower compared to non-veterans.** These positive traits are encouraging for veteran job candidates, although employers note that they hire the best candidate for the job, no matter their veteran status.



CURRENT JOB CONDITIONS FOR TRANSITIONING VETERANS

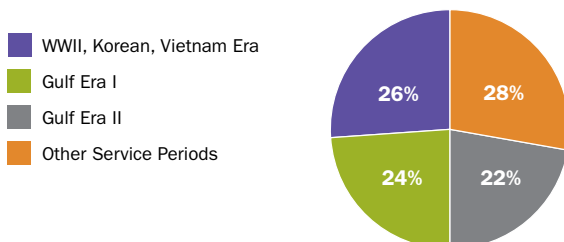
There are over 21 million veterans in the U.S. today with just over one-half (51%) considered part of the nation's civilian workforce. The veteran population is declining by approximately 2% a year, leading to estimates that the veteran population will be under 15 million by 2040.²

Veteran Population by Service Period, September 2013³



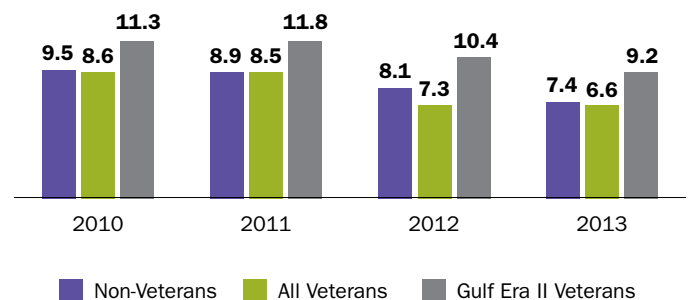
The Gulf Era II veterans, defined as those who served in the military September 2001 to the present and who account for almost 14% of all veterans, report a different trend. This group of three million represents 22% of the veteran civilian labor force, has nearly 80% of its population in the civilian workforce and is expanding in excess of 10% a year. With the U.S.'s withdrawal from Iraq and Afghanistan, the Department of Defense transitioned about 220,000 service members in 2012 and is projecting to transition 800 service members per day for the next two to three years.⁴

Veteran Labor Force by Service Period, September 2013³



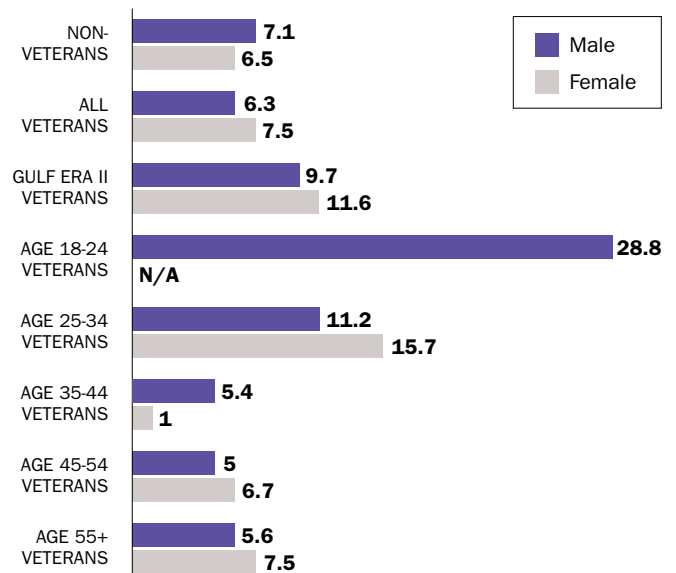
The good news for these transitioning veterans is that employment conditions have improved compared to prior years. As the unemployment rate for non-veterans has declined, so too has the rate for all veterans and the Gulf Era II veterans, in particular. The 12-month average as of September 2013 was 9.2% for Gulf Era II veterans, down from a peak of 11.8% in 2011.⁵

Annual Unemployment Rates for Non-Veterans and Gulf War-era II Veterans (%), September 2010-2013



The most recent unemployment data shows, however, that specific veteran groups, including females (with an unemployment rate of 7.5% for veterans versus 6.5% for non-veterans) and those in the 18-24 age group (with an unemployment rate of 22.8% for veterans versus 14.0% for non-veterans), many of whom are in school, still face competitive hiring conditions.⁶

Unemployment Rates for Males and Females, September 2013 (%)



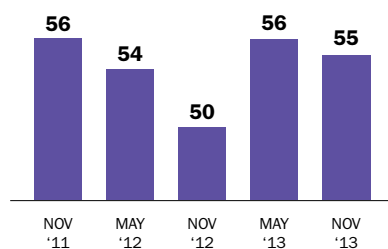
Sources: 2) Bureau of Labor Statistics; Department of Veterans Affairs, Office of the Actuary's "Veteran Population Projections: FY2010 to FY2040", April 2013. 3) Bureau of Labor Statistics; Note that Gulf Era I veterans are defined as those who served in the military August 1990 to August 2011. 4) Bureau of Labor Statistics; Defense Business Board's "Employing our Veterans Part II: Service Member Transition", Report FY 13-01. 5) Bureau of Labor Statistics 6) Bureau of Labor Statistics



CAREER CONFIDENCE IMPROVEMENTS DESPITE TRANSITION CHALLENGES

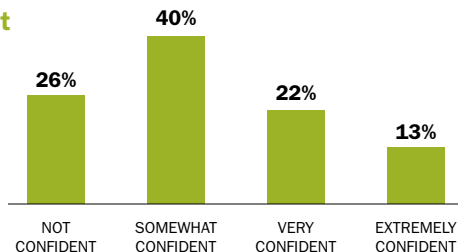
Improving along with unemployment rates, the Veteran's Career Confidence Index, measured on a scale of 0-100, showed a rebound from a low of 50 in November 2012 to a reported 56 in May 2013 and 55 in November 2013. This Index measures veterans' confidence to find a job as well as the level of skills they acquired during and after the military.

Veterans Career Confidence Index



The improvement in the index was driven by veterans' increased confidence in their ability to find a job if they really needed one. Males and females were equally confident in finding a job, with 35% stating that they were "very confident" or "extremely confident" that they could find a job that suits them if they really needed one. This combined response was up from 22% in November 2012.

Veterans Who Felt Confident About Finding A Job

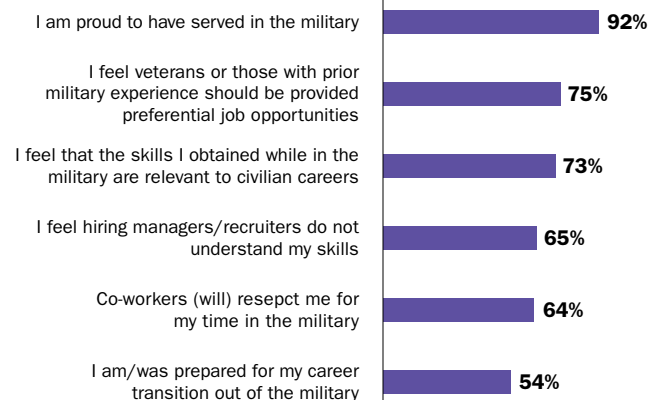


Despite improved confidence, veterans still show a lack of conviction in their military experience and skills as well as their preparedness for their career transition. Only 54% in the November 2013 survey agree that they were prepared for their career transition out of the military.

Much has been detailed in the media about the challenges veterans face in transitioning their skills from a military to civilian job. While most (73%) surveyed employers believe these skills are relevant to civilian careers, only one-half (51%) believe that veterans or those with prior military

experience are prepared for a career transition out of the military. This demonstrates that veteran candidates are not always showcasing their skills and experiences to potential employers.

How much do you agree with the following statements?



Veterans must continue to challenge themselves by leveraging the skills acquired in the military, which they note are primarily soft skills, in combination with skills they obtained since leaving the military and skills they desire to have, which they rank in much more technical terms.

Veterans Skills

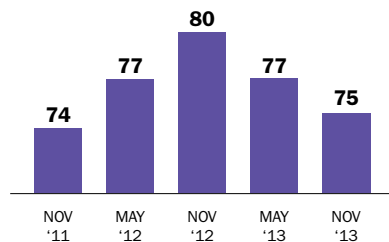
RANK	SKILLS ACQUIRED IN MILITARY	SKILLS ACQUIRED AFTER MILITARY	DESIRED SKILLS
1	Attention to detail	Conduct research	Business (management, analysis, etc.)
2	Teamwork	Creativity	Foreign language
3	Self-Discipline	Negotiation	Computers/technology
4	Leadership	Work with computers/technology	Finance
5	Calm under stress	Community building	Personal skills (time/stress management)
6	Problem solving	Write clearly and concisely	Education (teaching)
7	Decision making	People skills	Artistic/design
8	Ability to communicate	Analytical	Trade skills
9	Respect	Knowledge of science and engineering	Communication
10	Organization	Create artwork/media	Medical



JOB SEARCH ACTIVITY DOWN WHILE AVAILABLE RESOURCES RISE

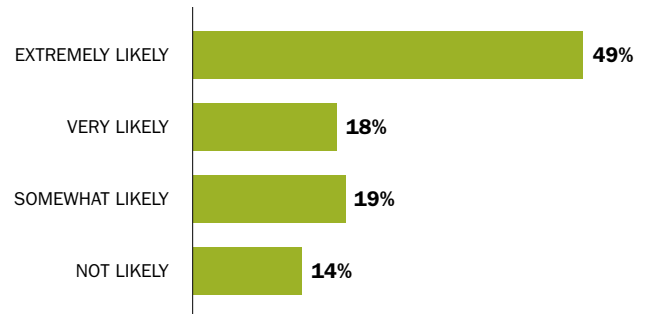
Moving in the opposite direction of the Career Confidence Index, the Veterans Job Search Activity Index, measured on a scale of 0-100, dropped back near its November 2011 level of 74 in November 2013 (to 75). This index measures veterans' job search activity and the resources they use to search for a job.

Job Search Activity Index



Explaining the drop in the index, over two-thirds (67%) of respondents, the same for both males and females, stated they were “very likely” or “extremely likely” to search for a job in the next 12 months. This was the lowest response reported in the past five surveys on this combined response for both males and females. Overall, most of the decline was in those reporting “extremely likely,” which fell from 63% in November 2012 to 49% in November 2013. This change correlated with a decrease in those that were unemployed, which fell from 45% in November 2012 to 39% in November 2013.

Veterans Likely to Search for a Job



Surveyed veterans were asked about their most used and useful job search resources. Over time, both males and females have reported an increase in the resources they have used to search for a job. The top rated resources included government/military transition programs, in person job fairs, online resources, such as online job boards and online networking/social networks, and personal networks. With the exception of the government/military transition programs, employers agree that these are the most effective channels to recruit veterans.

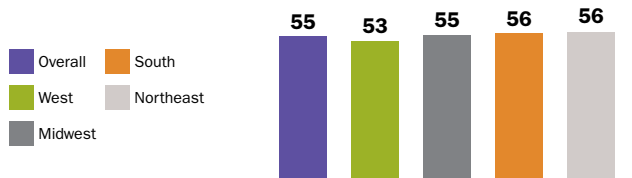


VETERAN CONDITIONS ACROSS THE NATION

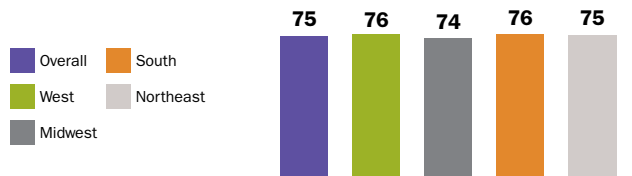
When computed for each geographic area, the Career Confidence Index and Job Search Activity Index show minor differences among the regions. For the most part, the indices have moved together over the past two years, with the Career Confidence Indices decreasing in 2012 and rebounding in 2013 and the reverse for each Job Search Activity Index. The few exceptions include:

- The Northeast region was the only one to report an increase in its Career Confidence Index from May 2013 to November 2013, rising from 54 to 56, due to veterans' increased confidence in their ability to find a job
- The West region's Job Search Activity Index was the only one to stay stable (and not decline) from May 2013 to November 2013

Career Confidence Index by Region, November 2013

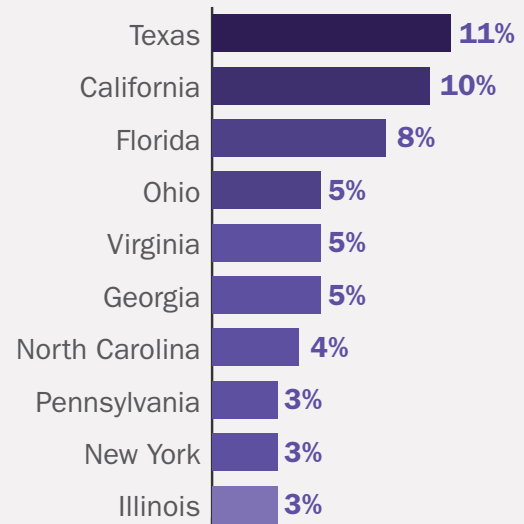


Job Search Activity Index by Region, November 2013

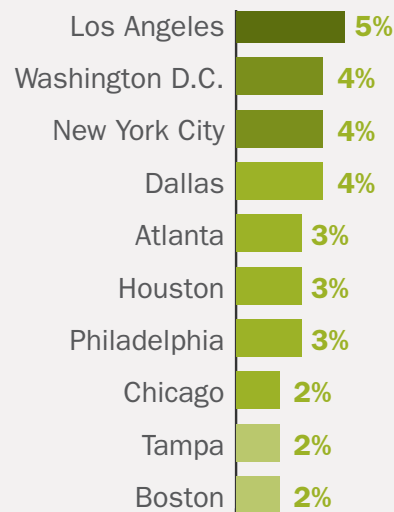


High volumes of veteran resumes are found on the East coast, Texas and California, where populations are more dense. The majority of veteran job seekers are found in the top ten states listed below. When looking at U.S. markets, about one-third (32%) of the veteran job seekers are located in the top 10 markets.⁷

Veterans on Monster.com Top 10 States



Veterans on Monster.com Top 10 Markets





VETERAN CONDITIONS ACROSS THE NATION (CONTINUED)

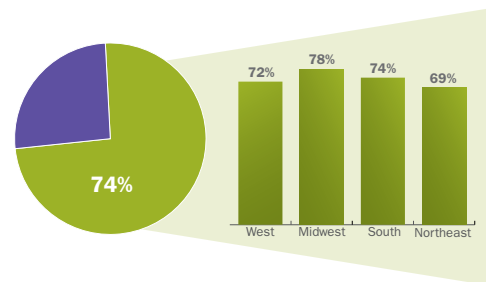
Delving further into the geographies' demographics, the area differences become apparent.

- The Midwest and Northeast region's veteran profiles are the most unique. Both regions have a lower percentage unemployed compared to the other regions. Opposing each other, veterans in the Midwest are the most willing to relocate and those in the Northeast are the least willing to relocate.
- The West region's veteran base has the highest percentage unemployed and the greatest percentage with minimal civilian work experience, yet it also has the highest percentage of veterans with a Bachelor's degree or higher
- The South region's demographics closely follow the overall profile, with the exception of its strong share of senior military servicemen with over 20 years of military experience

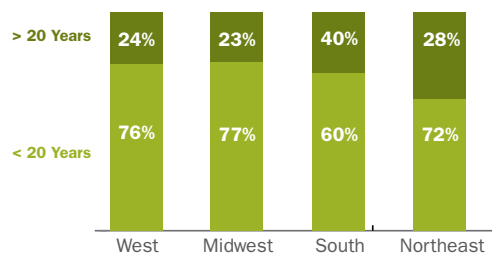
Veterans employment status geographically



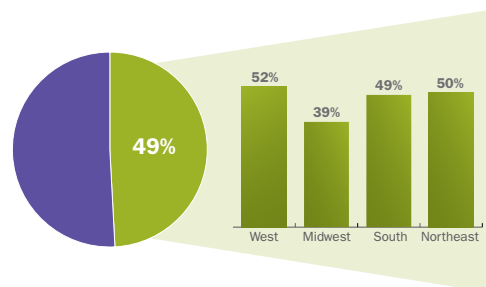
Veterans willing to relocate geographically



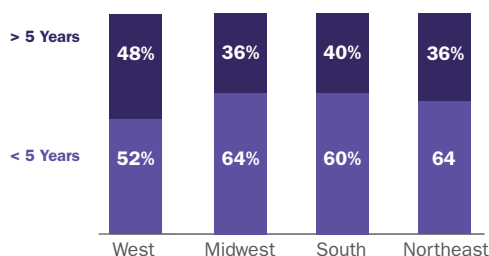
Veterans military experience geographically



Veterans with a Bachelor's degree or higher geographically



Veterans civilian work experience geographically



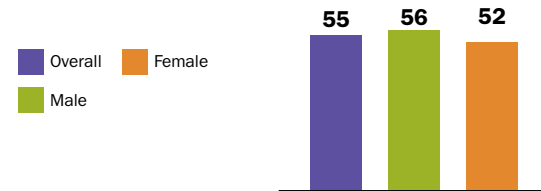


DIFFERENCES IN MALE AND FEMALE VETERANS

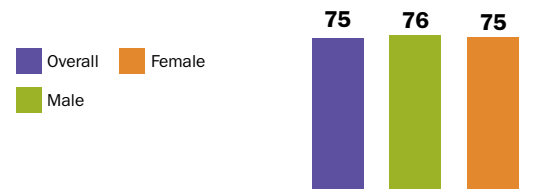
While the overall and region indices are within one or two points of each other, the female's Career Confidence Index is 52, four points below the male's Career Confidence Index of 56. Their confidence levels were closer together in 2012 and then widened in 2013 as females reported both a drop in feeling that the skills obtained in the military were relevant to civilian careers as well as skills that they received in the military and since leaving the military. Despite this erosion in female veterans' beliefs in their military skill set, note that, as stated earlier, males and females have an equal and increased confidence in their ability to find a job if they really needed to find one.

Surveyed male and female veterans have similar attributes on education, civilian work experience and percentage in the Army, yet females have a much higher percentage unemployed (49% versus 37% for males) and a much lower percentage with long military careers (21% versus 35% for males).

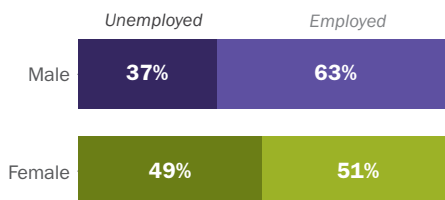
Career Confidence Index by Gender, November 2013



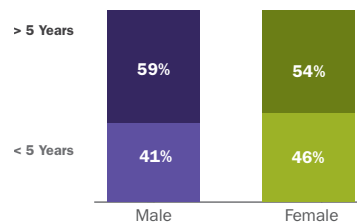
Job Search Activity Index by Gender, November 2013



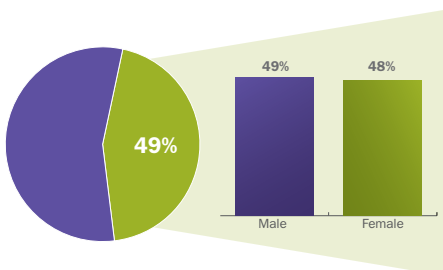
Veteran employment status by gender



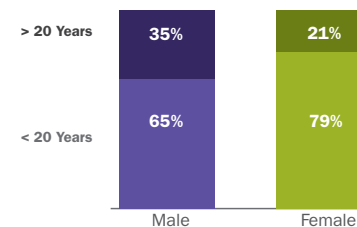
Year of veteran civilian work experience by gender



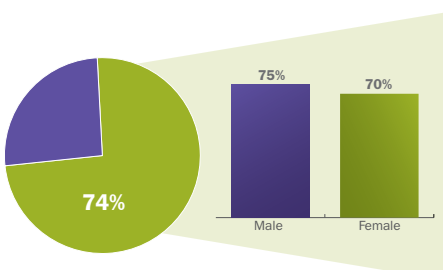
Veterans with a Bachelor's degree or higher by gender



Years of veteran military experience by gender



Veterans willing to relocate by gender





DIFFERENCES IN MALE AND FEMALE VETERANS (CONTINUED)

Presenting further differences between males and females, the priority of their current/desired industry and occupation are somewhat stereotypical, with male veterans most interested in government/military, IT, law enforcement and trade professions while females have a stronger interest in health care, administrative support, clerical and customer service positions.

Current/Desired Industry

RANK	MALES	FEMALES
1	Government/Military	Health Care/Social Assistance
2	IT	Government/Military
3	Law Enforcement/Security	Administrative/Support
4	Manufacturing/Production	IT
5	Engineering	Education/Social Services
6	Transportation/Warehousing	Retail Trade
7	Construction/Trades	Manufacturing/Production
8	Health Care/Social Assistance	Travel
9	Education/Social Services	Advertising/Marketing
10	Management of Companies	Law Enforcement/Security

Current/Desired Occupation

RANK	MALES	FEMALES
1	IT	Healthcare
2	Management (general)	Clerical/Administrative
3	Tradesman/Skilled worker	Customer Service
4	Engineering	Teaching/Training
5	Healthcare	IT
6	Police/Fire	Consultant
7	Teaching/Training	Management (general)
8	Human Resources	Engineering
9	Operations	Sales
10	Management (executive)	Human Resources

Gender differences and female veterans' lack of confidence are apparent in skill sets as well. Compiling responses from the past four surveys, female veterans had a lower response on every listed skill compared to males, when asked to note which of over 35 skills they obtained during and after the military. Males reported the greatest difference compared to females on the following acquired skills: working with/repairing equipment, machinery and weapons; knowledge of science and engineering; work with maps and charts; initiative; knowledge of the outdoors; planning; and ability to communicate.

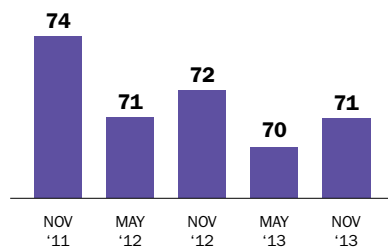
Females will be an increasingly important pool of veterans as they currently represent approximately 10% of veterans, but are forecasted to rise to about 18% of all veterans by 2040. Many female veterans have unique skill sets, interests and experiences compared to male veterans and require a unique set of resources to help them navigate the job search landscape.⁸



EMPLOYERS SHARE POSITIVE VIEWS OF VETERANS

The Employer Hiring Index reported a lower value compared to two years ago. The November 2013 Index was 71 on a scale of 0-100 and has remained stable in the 70 to 72 range in 2012 and 2013. This index monitors how employers, including professional recruiters, HR directors and hiring managers, who have hired multiple veterans in the past year compare their work performance to non-veteran employees.

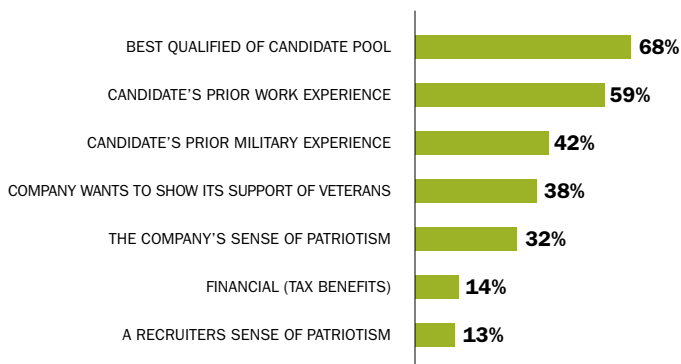
Employer Hiring Index



While all surveyed employers have hired at least one veteran in the past year, 68% hired more than one veteran in the past twelve months. Nearly 60% of employers have more than 10 job openings.

Most employers comment that their primary motivation to hire a veteran is not because of the candidate's specific military background, but because they are simply the best qualified of the candidate pool (68%) or because of their prior work experience (59%). A steady 88% of surveyed employers either "agree" or "strongly agree" that their company hires the best talent regardless of veteran status.

What was your primary motivation to hire a veteran?

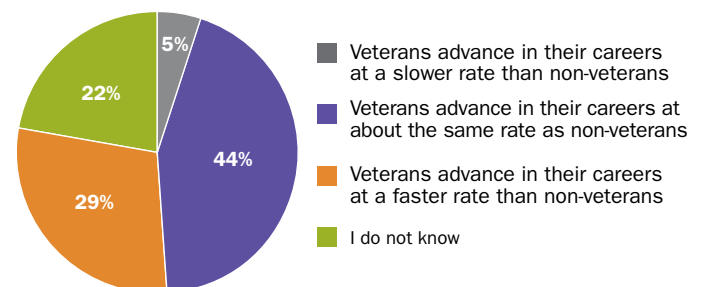


Though they hire the best qualified candidate for the job, recruiters and companies are motivated to hire veterans. Approximately 60% say veterans are a strategic initiative in recruiting company talent and also that their (personal) sense of patriotism has grown over the past five years.

Employers have maintained a consistent view of veterans' performance in the civilian workforce over the past few years. Nearly all (99%) believe veterans perform their job about the same or much better than non-veterans and 97% state they would recommend hiring veterans.

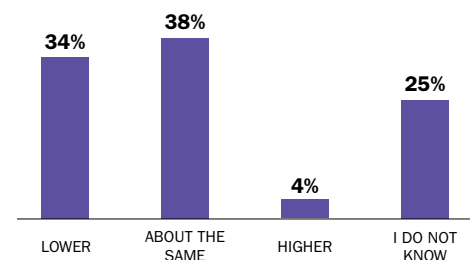
Employers shared some encouraging insight into the career path of veterans. First, more employers (29%) say veterans advance in their careers at a faster rate than non-veterans and only 5% say veterans advance in their careers at a slower rate than non-veterans.

Which is true when comparing veteran workers with non-veteran workers?



Second, over one-third (34%) of employers state that veterans have a lower turnover rate compared to non-veterans.

How do turnover rates among veterans compare to non-veterans?





EMPLOYERS SHARE POSITIVE VIEWS OF VETERANS (CONTINUED)

The military spends billions of dollars training their servicemen in a myriad of capacities. The challenge lies with employers to find specific roles to leverage this invaluable training and experiences.

Over one-third (35%) of surveyed employers say their company has special talent needs that a candidate with military experience would be more qualified or skilled at than someone without prior military service. Those companies with special talent needs qualify the needs in three buckets: soft skills, hard skills and specific military experience.

Veterans' Skills and Experiences

SOFT SKILLS	HARD SKILLS	MILITARY EXPERIENCE
Attention to detail	Customer service skills	Have security clearance
Communication/ability to listen	Investigative skills	Have veteran clients
Coordination	Knowledge of electronics	Knowledge of Department of Defense
Decision making	Maintenance & facilities management	Knowledge of joint services logistics
Honesty/ethics	Navigation	Understand government lingo/acronyms/culture/codes
Leadership/Management	Report writing	Understand government structure/operating processes
Manage stressful situations	Security/law enforcement	Work (or are a) government contractor
Maturity	Skilled mechanics	Work on military bases
Teamwork	Technology	Work with military communication systems

What would help veteran candidates convey their experience more effectively to employers? Employers highlight translation of military skills to corporate job skills (67%), better communication of skills during an interview (41%) and more details on their resume (40%).

What would help Veteran candidates convey their experience more effectively to your organization?

Translation of military skills to corporate job skills



Better communication of skills during an interview



More details on resume



Military supervisor recommendations and references



LOOKING FORWARD

Hiring conditions appear stable-to-improved yet the overall veterans' employment situation has continued room for advancement, especially as the number of returning veterans will only increase. Veterans have real-life skills and experiences that will enhance the U.S.'s work force. Employers need to take the time to discover and leverage these understated resources. Small changes, from private to public, from company to association to government, are what will make the difference in veterans' lives.

On a bi-annual basis, Monster and Military.com will continue to measure the transitioning veterans and the employers hiring them. Look for our annual report detailing these ongoing measurements next November 2014.

To find previous reports, go to:

<http://www.about-monster.com/content/veterans-talent-index>



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